

SURREY POLICE AND CRIME PANEL

4 February 2022

PERFORMANCE AND ACCOUNTABILITY MEETINGS

1 SUMMARY

One of the main responsibilities of the Police and Crime Commissioner (PCC) is to hold the Chief Constable to account for delivery of the Police and Crime Plan. Lisa Townsend has set up a governance framework to discharge this duty. The main part of this framework is to hold six-weekly meetings where the Chief Constable formally reports on progress against the Police & Crime Plan and other strategic issues. This is supplemented by workshops and one-to-one discussions between the PCC and Chief Constable, and other senior officers, when required.

Every other meeting is a private meeting to allow detailed scrutiny of resources and efficiency plans as well as sensitive performance issues. This is called a Resources and Efficiency Meeting.

Every other meeting is normally webcast for the public and partners to view and is focussed on performance and areas of particular public interest – called Accountability and Performance Meetings. The PCC chairs the meetings which are also attended by the Chief Executive and Treasurer from the Office of the Police and Crime Commissioner (OPCC). Other members of staff from the OPCC attend as required, depending on the agenda. The Chief Constable attends along with the Deputy Chief Constable and other force staff as required.

This report provides an update on the meetings that have been held and what has been discussed to demonstrate that arrangements for good governance and scrutiny are in place.

2 RECOMMENDATIONS

The Police and Crime Panel note the update on the Accountability Meetings.

3 DETAIL

Since the last report on performance meetings to the panel, two meetings have been held on 16 November 2021 and 4 January 2022.

16 November 2021 – Private Resources and Efficiency Meeting

Agenda items were:

- Performance Report
- Finance Report 2021/22
- Budget and Workforce Planning 2022/23
- Occupational Health
- Environmental Strategy
- Prudential Indicators
- Smartstorm
- Change Governance Structure
- Enterprise Resource Planning

Under the **performance report** a decline in confidence in some categories was discussed. Some boroughs have been impacted more than others and the force has been extremely busy over the summer/ autumn which has impacted response times.

In the Contact Centre, the average response to 101 was reported to be 3 mins, with longer wait times at peak demand times. Response times to digital 101 contact will be added to the scorecard and data can also be found on callers who ring off once they have heard the digital signpost. Digital call handlers are redeployed onto telephone calls at busy times to reduce waiting times. Surrey still performs better than other forces and the response to 999 calls is consistently good. Use of the digital service, or 999 if appropriate, continues to be promoted.

The latest **finance** position was presented and noted with no significant changes to previous reports. Workforce plans for 2021/22 were on track with planned growth expecting to be achieved by the end of March 2022.

The initial report to discuss the **budget and workforce plans** for 2022/23 was presented by the force Finance Director. Continued pressure is linked to the budget and savings over the coming years will be made through reduction in police staff, although frontline services must be maintained. Remuneration is such that the force may struggle to recruit and retain staff.

Clarity is required around where savings will be made and what services to Surrey residents will be reduced. The need to link back to, and fund, the aspirations included in Police and Crime Plan framework and to maintain levels of service was highlighted. The funding gap may be addressed by increasing the vacancy rate, transformational change in areas such as People Services, uplifting resource, and precept. Expectations on finances will be realised mid-December and it was agreed that a pay increase of 3% be built into the budget.

The PCC asked the force to be clear about the financial and operational impact of a £10 band D precept increase and a £5 increase.

A report was presented on the **Occupation Health** team and current demand. There is currently a long wait for services of 7 weeks, but it was hoped new recruits to the team will address the wait. National Police Wellbeing Service Oscar Kilo evaluation continues to benefit colleagues by identifying successful services, such as early intervention and the broader work through the wellbeing board.

An update was received on the force **Environmental Strategy**. The strategy is built into the works being undertaken in Building the Future programme and the governance and reporting will be in place once an environmental manager is recruited.

The latest **Prudential Indicators** were noted and agreed.

Smartstorm is a Command and Control system that is being brought into Surrey Police. It is already used by Sussex Police and Surrey bringing it in at the same system will facilitate more collaborative working. In addition, the current Surrey Police system is outdated and Smartstorm will reduce re-keying requirements. A report was provided on progress and predicted go live dates. It was agreed that caution be taken over go live timings as the complexity of the four testing scenarios may have been underestimated. Functionality has been well received.

The force structures for **governing change programmes** are being changed and a report was provided on the changes. Surrey OPCC requires an update from a financial standpoint and on the priority levels for the change programme cycle, and it was agreed that OPCC for both forces should have input.

A presentation was provided on the progress on the development of a new **Enterprise Resources Planning** system. This included 3 options for the future of ERP. Financial decisions will be made around March 2022. Regular data will be provided to OPCCs of both forces. It was agreed that the correct solution must be found in this rapidly revolving market.

Under AOB, the development of the new **Police Funding Formula** was discussed and the need for both the Chief Constable and PCC to be taking part on national discussions and providing an input on the Surrey Position was underlined.

4 January 2022 – Private Resources and Efficiency Meeting

Agenda items were:

- Performance Report
- Disproportionality
- Value for Money
- Budget and Precept 2022/23

The Chief Constable (CC) presented the **Performance Report** and noted that the current biggest risk to the force is the reduction in clear-up rates. It is anticipated that the new investigation teams set up in November 21 and further training for the workforce should go some way to addressing this. Victim satisfaction may also be improved by focussing on prevention of crime and increasing the number of Out of Court Disposals.

The DCC confirmed Surrey Police is currently mid table for clear-up rates but the aim is to be in the top quartile. Complexity and timescales for file building is a contributing factor and there are two pieces of work underway in this regard: an investigative structure review and a back to basics approach for file quality.

The PCC asked why satisfaction levels of Domestic Abuse (DA) victims have reduced. The CC advised this may be based on the change in public opinion toward Policing, how victims are kept informed and whether practical actions are made in domestic abuse situations. This is to be reviewed. The DCC commented that over the last quarter, victim

satisfaction has increased. There was an action for the force to carry out deep dive into DA victim satisfaction, particularly around initial contact.

The rate of vehicle crimes solved at 1.4% was discussed. The CC confirmed that the focus in this category is on prevention, but this type of volume crime is often due to lack of owner security. The focus remains on vehicle crime carried out by organised crime groups.

A report on **disproportionality** was presented- particularly focussing on stop and search, use of force and workforce representation. Reported figures currently use Census data, which may not be representative of the population. Internal checks are in place in Surrey which have led to improvements – there is real energy, passion and optimism for a change in 2022. The report presented was generally good news as Surrey is outperforming in the recruitment and retention of female officers and those from Black, Asian and Minority Ethnic groups. Work is continuing around attrition rates for Black and Ethnic Minority officers. The force is now more representative of Surrey's demographic.

Value for Money analysis presented was based on HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services) value for money data and used to identify areas that are cost outliers. Reviews have been commissioned from flagged areas to identify potential savings. The Finance Director is working with others to collect further data on the costs of the Surrey/Sussex collaborative services. The PCC asked about particular spend areas, including Communications, Custody and Training. It was pointed out it is difficult to get an accurate comparison of average spend as Surrey is a small force and therefore doesn't benefit from the economies of scale that other forces do. The PCC asked to see the outcomes of the further reviews.

The main item of the meeting was to discuss **the Budget and Precept proposals for 2022/23**. The results of those discussions are presented in a separate report to the panel. There was an action to have a wider conversation in early 2022/23 to review potential longer-term savings to meet the future financial challenges.

Under AOB, the current impact on force resources from Covid was discussed and was not as bad as anticipated.

Planned future meetings are:

- 31 January 2022 – Public Accountability and Performance Meeting
- 28 March 2022 - Private Resources and Efficiency Meeting
- 16 May 2022 - Public Accountability and Performance Meeting
- 7 July 2022 - Private Resources and Efficiency Meeting
- 19 September 2022 - Public Accountability and Performance Meeting
- 8 November 2022 - Private Resources and Efficiency Meeting
- 20 December 2022 - Public Accountability and Performance Meeting

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